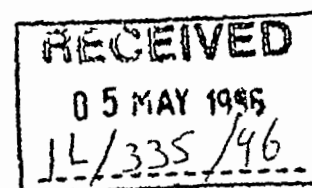


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RURAL COTTAGE INDUSTRIES DEVELOPMENT PROJECT

**Final Evaluation Report - Phase I
Alexandria, Egypt, May 1996**

Submitted to Umbrella Management Institution USAID
 National Council for Negro Women

Prepared by North South Consultants Exchange
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 **NSCE
May 1996**

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LIST OF ABBREVIATIONS

AAHE	Alexandria Association for Home Economics
ACDI	Agricultural Cooperative Development International
EA	Entrepreneurial Assessment
NCNW	National Council for Negro Women
NSCE	North South Consultants Exchange
NGO	Non Governmental Organization
RCID	Rural Cottage Industries Development
UMI	Umbrella Management Institution

EXECUTIVE SUMMARY

This evaluation of the RCID/ACDI Project was prepared for the Umbrella Management Institution managed by the National Council for Negro Women under Specific Project Support Grant Number 2017-SG-010 in March 1995 and assesses the status of Phase I of the Rural Cottage Development Industries Project in particular its two components, Enterprise Development and Institution Building. After compiling and analyzing the data gathered, the final evaluation report was submitted to the NCNW/UMI on May 5th 1996.

The evaluation team focused on the two components of the project: the enterprise development of women-owned enterprises and the institutional building of the association involved and the additional chapters. The methodology used for the evaluation comprised of the review and analysis of secondary sources, observation of the worksituation of the RCID project at the headquarters and in the field, and semi-structured interviews with key staff and participants.

The findings of the evaluation are in Chapter IV (page 4-15). Summarily, the project is seen as a reasonable project that is in the process of reaching its ascribed goal. Outreach towards target groups and participatory mechanisms are well established. While it has proved its ability to increase the participation of women and local associations in rural economic development, it is still difficult, possibly premature, to measure the actual impact of the project on the living standard of the participants. The evaluation team felt that little progress has been made towards an active integration of women in the mainstream of economic activities. In spite of its income-generation component, the project still has a welfare-oriented or an anti-poverty approach and has not focused adequately on entrepreneurial independence and growth. However, the components of training for credit and the enhancement of the supporting institutional framework has been integrated in a practical and functional way enabling women borrowers to run or establish viable rural enterprises with a higher awareness of responsibility. A very promising process has been started and the potential of improved conditions for the target group is seen as high. While the evaluation mission is positively satisfied with the loan disbursement, monitoring and repayment mechanisms, i.e. the credit component of the project, it is clear that with the low interest rate charged and the scale of the revolving fund, the project is too small to be sustainable; the project as such is subsidised.

The recommendations (Chapter V, pg 16) are mainly for the project to 'stay its course'. On a practical note, further stimulation i.e. participation of the target group in project planning and implementation, the inclusion of training in Gender Sensitization and Gender Conceptual Rationale, seeking solutions to obstacles like the issue of ID cards to future participants and consideration of alternatives to the present system of collateral. The project should study the option of linking its credit component to an established financial institution while remaining the intermediary between the borrowers and the bank. With a view to expanding the project both in numbers of participants and geographical coverage, the evaluation team feels that more socioeconomic background material need to be addressed.

II PROJECT IDENTIFICATION DATA SHEET

Organisation	Agricultural Cooperative Development International
Project No	Specific Support Grant Number 2017-SG-010
Project Title	Rural Cottage Industries Development (RCID) Project
Funded by	NCNW/UMI
Project Period	January 5 th , 1994 - June 30 th , 1996
Project Area	Alexandria Governorate Bangar el Sukkar and Hamam district
Grant	US\$ 372 436 - equivalent LE 1 144 383 -

The overall goal of the RCID Project is to increase the participation of women and local associations in rural economic development in Egypt. Within this framework, the project has two purposes within their respective targeted outputs:

1. to strengthen women's ability to establish and operate viable rural enterprises
2. to enhance the capacity of local organizations to plan and manage training, technical assistance and financial schemes to promote rural women's enterprise development

The target group of the project has initially been the graduates and the wives of the graduates and the already settled population. At a later stage, the bedouin population of the Marsa Matrouh Governorate will be included in the target group.

The RCID Project is providing training, technical assistance and credit funds to women in the New Lands to enable them to start or expand small, home-based businesses ranging from dress-making to animal husbandry. This package of assistance is managed by the Alexandria Association of Home Economics (AAHE), an urban-based Egyptian Private Voluntary Organization.

The RCID Project was designed to be implemented in two phases and is currently ending its first phase. Phase I was formally started in January 1994, effectively implemented in June 1994, and will officially end in June 30, 1996. During Phase I, the project has directed its services towards the Bangar El Sukkar area. In the second phase, it is planned to replicate the model to other parts of Alexandria and the Marsa Matrouh Governorate.

The Agricultural Cooperative Development International is providing technical assistance to the AAHE, focusing on institutional building, to enable the organization to manage an action-oriented portfolio of development projects and to establish linkages with rural areas through the creation of AAHE branches. At the same time, ACDI works with project staff and outside consultants to provide a package of training and technical assistance, focusing on business skills that enables rural women to manage their own enterprises. Small funds from a revolving fund, managed by AAHE, as well as training in production skills are provided.

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IV FINDINGS

A ACHIEVEMENTS OF PROJECT OUTPUTS

A.1 Enterprise Development

The purpose of the Enterprise Development Component is to strengthen the ability of women to establish and operate viable rural enterprises. This component focuses in particular on business training and credit for the women in the New Lands having been identified as important needs by the women themselves.

During the first phase, the business trainings have been delivered through four completed cycles of three programs. One cycle starts with an Entrepreneurial Assessment in which participants learn to analyze their own skills for undertaking business projects followed by a training in Business Skills, which is a six week training program including issues of marketing, feasibility studies, pricing, etc. The cycle finishes with a technical training in Business Start-Up, which is a two month follow-up period during which more training sessions on production planning and bookkeeping are delivered. After these cycles of training, loans are distributed to women that have proved capable of running a viable enterprise.

Five outputs were identified according to scope of work for the evaluation:

1. 500 women in targeted project areas trained to identify business possibilities, conduct feasibility studies, and develop business plans.
2. 300 Entrepreneurs assisted in the creation or expansion of enterprises operated by women owners trained to plan production to meet orders, produce to quality standards, keep financial and non-financial records accurately, cost and price goods and services.
3. Viability of enterprises assisted by project demonstrated by increases in sales and income.
4. 200 initial or repeat loans provided to enterprises participating in the project in increasing.
5. Improved access to market through market database, marketing strategies, marketing groups or retail outlets.

In the following, each output has been separately assessed according to achievement with a brief discussion on the quality of this achievement.

Output 1: 500 women in targeted project areas trained to identify business possibilities, conduct feasibility studies, and develop business plans.

Achievements: This type of Business Training has basically two modules: an Entrepreneurial Assessment, a two day workshop to determine entrepreneurial characteristics and requirements, and Business Skills, a series of six classes on marketing, feasibility studies, pricing and costing of other related skills.

The goal of the Entrepreneurial Assessment Workshops is to introduce participants to the rewards and responsibilities of entrepreneurship and discover their capabilities to start successful businesses

The goal of the Business Skills Training Workshop is to help participants acquire the skills and knowledge necessary to run a small business in a successful way

Those modules of training were the most frequent ones attended by the trainees, especially the first one of Entrepreneurial Assessment. The number of participants, according to the cycles have been the following: 107, 184, 275, and 87 women participated in the fourth cycle. This last number of 87 women were participants taken part in the EA workshop in the Hamman area. The fact that this number is so low is related to the absence of a dense population in this specific area and the fact that it is still considered as a new settlement.

For the Business Skills Training, these numbers have been the following, 103, 154, 107, and 96 women participated in the fourth cycle. The fourth quarterly report, dating from Oct-Dec 1995, reported that they had just begun with their fifth cycle. Up to date, including the numbers of the fifth cycle, a total number of 712 trainees have participated in the Entrepreneurial Assessment workshops, 510 have received training in Business Skills, such as Business Planning, Marketing and Feasibility Studies, pricing and costing, Bookkeeping, Pricing and Cash Flow Calculations and Final Evaluations of Business Plans.

Quality: Despite the fact that there has been a slight decrease in total number of participants present at the training, the evaluation team found that this specific output has completely achieved its goal. The decrease in numbers had been related to reasonable factors, i.e. the training taking place after the long holiday after the month of Ramadan, a change of methodology in the third cycle when the project dealt with a peasant population, and constraints in public transportation.

During the evaluation visit, the team attended an Entrepreneurial Assessment Workshop. The impression that prevailed was one of an active participation on the part of the Trainees as well as the Trainers. The interaction was very lively. The methodology used implied exercises performed by working groups and simplified language of business terminologies. The discussions that the team had with women graduates verified this point in issue. Comments as, "it drew our attention to things that had been unknown to us", or "it reminded us of university days" or "we really needed such eye-opening events" were very common. The demand for more of these workshops is also a valid indicator of the degree of acceptance from the target group for such training.

A positive output of the methodology applied in the first type of workshop is the Community Resource Field Research Assignment, given out as an assignment to the trainees and later on discussed in groups. The most important outcome is that it helped to create many good business alternatives for the trainees to consider. At the same time, it made trainees more conscious of their own environment and the possible constraints that could face their businesses.

A survey undertaken by the RCID staff about the reaction of the trainees on the four Training Workshops held on Entrepreneurial Assessment, revealed that 85 to 100 % of the respondents had gained knowledge of the issues that were raised. During the workshops, the trainees made suggestions about a longer duration of the two-days workshops/program. The trainees repeatedly mentioned the need for a longer period of the workshops; however, an emphasis had been laid on training on long-term basis and the continuance of these training types. At the same time, they had proposed to watch movies about successful projects and to set up meeting with owners of successful projects.

Output 2: 300 Entrepreneurs assisted in the creation or expansion of enterprises operated by women owners trained to plan production to meet orders, produce to quality standards, keep financial and non-financial records accurately, cost and price goods and services.

Achievements: This type of assistance is called "Business Start-Up" and is offered during the third section of the Business Training. Its goal is to help women to acquire the technical expertise needed to start or expand their small businesses. This type of training is needed by choices made by the trainees for their business ideas. These types of training are supposed to last for about 3 months and to include classroom training sessions and individual on-site advisory visits. The subjects offered by the module contains Bookkeeping, Dairy Production, Animal Husbandry, Poultry Production, Textile Production, Preparation of Baked Goods, and general issues like Bookkeeping.

In general, the emphasis of the trainees was attached to Animal Husbandry related businesses, Poultry and Dairy Production. Participants were divided into small groups, according to the activity chosen, to make the discussion more focussed and intensive.

According to the quarterly reports of the RCID, this output has been fully achieved since the third quarter of the project, i.e. by the end of September 1995, with a total number of 398 women who completed the training cycles (see fourth quarterly report, dating Oct- Dec 1995, pg 1). Throughout each quarter a number of trainees fulfilled this course requirement, ranging between a total of 30 to 80 trainees. The RCID Team had come to an agreement of having the first and third module into one combined one, i.e. a mixture between graduates and illiterate participants to keep the spirit of camaraderie build up when the two groups would be mixed.

Utility: The items of the activities pertaining to this training model ranked very high among the preferences of the trainees, which was verified after a discussion with the group of trainees. The reasons for these preferences were related to the utility and good use of the activities in particular. The visits to the Mubarak Scientific City in the Agamy Region and other model projects could be perceived as a peak for several trainees, as they were allowed a chance to see some of the activities actually in operation. While discussing the obstacles and successes during the implementation of the activities, their horizon widened and they became more stimulated to continue.

The reasons for the absence of some of the trainees who completed the previous modules has several explanations. The first explanation is related to the fact that some of the activities, and in particular the one concerning the preparation of baked goods,

skills development and therefore were exempted from this type of training. This issue was verified during the evaluation mission. Several participants, in particular settlers keeping grocery shops, mentioned that they did not keep financial records of their accounts, partially because they did not feel the need to introduce a new structure in their enterprises. In addition, some of the trainees felt that the level is basic and they cannot spend anymore time on training.

In general, however, the regular decrease in the number of trainees from one workshop to the other is also in conformity with the initial workplan of the RCID Project. In the first quarterly report, the workplan mentioned the natural selection process that takes place in the cycles. From the five initial groups, only three groups were expected to continue with the Business Skills Training and Business Start Up Trainings.

Output 3 Viability of enterprises assisted by project demonstrated by increases in sales and income

Achievements New businesses are recognized to present a high risk of failure due to poor planning and lack of experience. RCID chose an unusual approach as it decided to select the entrepreneurs through an entrepreneurial and technical skill development before granting the borrowers the credit. This approach has been effective in reducing considerably the rate of failure.

Quality The Management Information System, as outlined in output 5 of the Association Building Component, has proved to be a very useful source for the assessment of the status of the loan conditions and loan behaviour of the borrowers, and to an extent for the assessment of the viability of the enterprises. Next to that, the MIS system has also been fairly well established among the RCID staff and the Boardmembers, of which 2 are in the Loan Review Committee.

Based on the conclusion reached by the credit evaluator, the enterprises in this project show a healthy portfolio, i.e. low rate of default and increase repeat loans. Calculated from a baseline which represents the status of the enterprises before the loan and after, the project has to a large extent resulted into an increase in assets and equity by 50 % as quoted in the last quarterly report (Oct-Dec 1995).

During the field visit, the credit group of the evaluation mission interviewed 15 borrowers. The majority mentioned their need for a bigger loan for the reason that, in their opinion, this would lead to more successful businesses, leading to a more substantial increase in their incomes. The borrowers also mentioned that they had no problem with marketing of the products, however, the lack of proper transportation means was more a real constraint to them.

The participants interviewed all showed their enthusiasm about their activities and the support that they are receiving from their families. In some of the cases, the family works together on a full time basis in the enterprises. The participants all mentioned an increase in their incomes, which, in most of the cases, benefitted the whole family. Not one of the 15 borrowers interviewed mentioned that they spend part of the money on something for themselves. One particular borrower mentioned that the first loan led to

a 50 % increase of her income. This particular borrower was also aware of the fact that if she would have more experience, the repeated loan would yield more increase.

Output 4: 200 initial or repeat loans provided to enterprises participating in the project increasing access to start up and operating capital

Achievements The project charges a rate of 13 % on the loans, equivalent to the rate charged by the PBDAC. The management of the revolving capital is kept under the supervision of the association. Loan funds are retained in two bank accounts, and the size of the loans range from LE 500 to a ceiling of LE 6000. The project disburses a loan to a women borrower after having completed the business training and the submittal of a viable, sustainable business plan. Once a first loan has been successfully repayed, the borrowers are eligible for repeat loans. Loan Extension Officers visit the borrowers either at their homes or at the chapter building. Follow up and monitoring visits take place twice a month.

The number of repeat loans has steadily increased the first to the third lending period reaching a total of 49 loans and representing 30 % of the loans disbursed during the last period. From October 1994 until the end of February 1996, 200 loans have been disbursed. In this period of 17 months, a total amount of LE 540 thousand has been disbursed.

The majority of the loans are disbursed to graduates (60 %), followed by the loans disbursed to the settlers (10.5 %) and the loans disbursed to other female participants (women working for the local loan authority or wife employees) (29.5 %).

Of the amount of the vast majority of these loans, 90 % of the loans are below LE 3000. The average loan size in the loan from the total portfolio is LE 2749. The average repeated loan is LE 3500, which shows an increase in loan average between the periods.

The loans are spent on enterprises such as calf fattening (20 %), trade (22.5 %), sheep fattening, poultry (14 %) and dairy (10 %). The funding of enterprises such as manufacturing (8 %), beekeeping (1.5 %) and other activities represent a small minority. The average loan type for the activities calf fattening is LE 3312.5, on trade LE 2644.4, and on sheep fattening LE 2383.3.

Quality The average loan size showed a continuous increase in both initial and repeated average loan size, reaching LE 3500, comparing with the average loan size in total loan dispersed LE 2749. The majority of the loans (90 %) are below 3000. The ceiling of the first loan is LE 3000, and for the repeat loan LE 5000. With an increasing demand among the borrowers for more loans and a larger loan size, the small increase in repeat loans raises the question why the borrowers have not been using the credit facilities up to its ceiling of LE 5000. Is it due to the fact that the borrowers have not been informed substantially about the loan policy, or is it related to the careful control of the project regarding the capacity of the new entrepreneurs? The evaluation team found that this question remains to be researched more profoundly, since it is a typical habit in small enterprises that women take smaller loans.

Only 8.5 % (a total of 17) of the borrowers have closed their files. The reason for closing files has been the following: seven borrowers have not been serious enough concerning their business; six did not have enough time; only two borrowers did not have a successful business; the husband of one borrower rejected the interest rate; and one borrower moved back again to Alexandria. Out of these 17 cases, 12 borrowers did not continue their lending in the first two modules. The evaluation team found that the figure of 8.5 % closing files has added up to the credibility of the combination: training and credit.

Regarding defaulted loans and lateness in installments, the team was informed that there had been no defaulted loans except for one, caused by the death of one borrower. The average period of late payments has been 23 days which has amounted to a total of 6.3 % from the loan principal balance. At the time of the evaluation, the current repayment rate was 94%.

Output 5: Improved access to market through market database, marketing strategies, marketing groups or retail outlets

Achievements: Having been identified as one of the major constraints of small enterprises in the New Lands in the Project Proposal, marketing strategies and techniques had been taken up in the RCID Business Trainings. This was part of the approach to assist the participants in organizing their marketing, rather than taking over this essential task from them.

During the evaluation mission, the credit evaluator found that the project had not provided the participants with marketing strategies other than the one mentioned for the Business Trainings.

Quality: When the issue of marketing was brought up, the borrowers interviewed did not express any worry, only with respect to transportation means available in the area. This constraint, however, is being dealt with and solved, by the participants, in a participatory way. One participant mentioned, for example, that whenever she goes somewhere, she is also able to market for the other borrowers, meaning that some kind of cooperation is building up in the field of marketing.

Other interesting constraints mentioned by one borrower were due to the fact that she could not market through an identified channel in Alexandria as she could not produce large quantities.

The evaluation team found that the majority of the products can be, and are, marketed locally to local consumers or traders. This might explain why the project has not gone into establishing a market database and strategy as stated in the initial output 5 of the project proposal.

A 2 Association Building

This association was established in 1991 and had been successful in a few of its income generating activities. However, it showed little experience regarding project design and project implementation. There was also no clear understanding of the roles of the boardmembers, general assembly members, financial and human resources to secure a proper development of the organization. Despite the risk of dealing with a new organization, ACDI chose AAHE in view of its mandate, which included appropriate measures in the project to strengthen the organizational development of AAHE.

The purpose of the created association building component is to enhance the capacity of the Alexandria Association for Home Economics to plan and manage training and to provide technical assistance and financial schemes to promote enterprise development of rural women in the New Lands.

Six outputs are listed in the scope of work.

1. Capacity to implement the RCID Project created within the AAHE, enabling them to reach rural women.
2. Increase in Management Capacity of the AAHE to identify new Project resources and mobilize human and financial resources.
3. At least two rural branches of AAHE created to enable women to work together and facilitate members' access to services.
4. Courses and Manuals developed and in use by AAHE with staff trained and participating in delivery of entrepreneurship and business skills training.
5. Replicable Revolving Loan Fund managed by the AAHE demonstrating capacity to deliver financial assistance through project appraisal and approval, and portfolio management and follow up.
6. Sales point established and managed by the AAHE providing a market outlet for women's products.

Output 1 *Capacity to implement the RCID Project created within the AAHE, enabling them to reach rural women*

Achievement While formal Institution Building workshops had not taken place during the first quarter of the project, many informal but important Institution Building activities had already begun. These have, amongst others, included understanding of the roles of Boardmembers.

In general, the evaluation team found that the capacity to implement the RCID Project has been created within AAHE to a very large extent. To achieve this, the Association has divided and assigned the role distribution among the Boardmembers and the General Assembly members. In October 1994, the association had established its eight committees to implement specific programs related to the project.

these committees is called the "Projects Committee" which has been put in charge of the entire project. Another committee, the "Training Committee" has been put in charge of the training activities conducted. Every committee of the eight committees is coordinated by a board member and includes members from both Board of Directors as the General Assembly.

The Board of Directors comprises of 7 women. The General Assembly currently comprises of 130 members (10 males) which has increased considerably when comparing with the 40 General Assembly members they started with. A core group of 13 women within the General Assembly are considered most active.

Every Sunday, management meetings are being held in which the board participates very closely. Every other fortnight, board members meet RCID staff to discuss project progress, financial status and review relevant reports. In the realm of the apprentice approach established, individual board members meet individual RCID staff members to learn about their jobs. Field visits to the project sites are also arranged on a weekly basis by the Project Committee. At the same time, members of both the Training Committee as well as members of the Project Committee meet on a weekly basis. The General Assembly members meet once a week.

The AAHE Members have also participated in a number of training workshops related to project activities. Some of these workshops dealt with issues like general business skills that have assisted the members of the AAHE that have been beneficial on two levels: 1) to offer specialized expertise to field trainees through the project, and 2) to develop new income generating schemes for the AAHE as an organization. In addition to these business trainings, the board of AAHE and General Assembly members have participated in the management/training meetings with the Project Advisor and other guest speakers in the "Training in Management by Objectives" held in January 1996. Apart from the "Financial Management Workshop", which was conducted in November 1994 and the "Computer Training", held in December 1994, which were only attended by Boardmembers, the rest of the training workshops that were conducted were attended by AAHE Members i.e. Board and General Assembly, and Staff members. Such courses included "Training in fundraising", "Computer Training in Paradox for Project MHS", "Team-building Management" and "Human Resource Training". Individual members attended several training workshops, like the "Training in Social Dimensions of Health Care" which was held in June 1995. The Chairwomen of the Board attended the "Rural Development Management Training" which was held in England, in November 1995. The Treasurer of the AAHE attended the "Financial Management Training" which was held in February 1996. In March 1996, there was a "Training in Environmental Program Leadership".

Quality: To maximize the benefit of any training attended on an individual basis, AAHE members had initiated among themselves the system of Information Display. This system implies that those who have attended share the outcome, material and experience gained through the training with the rest of the members in meetings that have been specifically designed for this purpose. These meetings are held shortly after the training workshops.

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The training workshops attended by the members have no doubt all been of a great benefit to the members. Members perceive them as assets as was mentioned by them throughout the duration of the mission. The types of training courses provided for were felt to be 100 % relevant to the work and activities of the members. At the same time, there was a 100% agreement of the trainees as to the usefulness of the topics and their positive effect on improving the performance of their work.

It has become evident during the evaluation mission that the practical application of that training material coupled to the experience that has been gained during the field work has enhanced the capacity of the Association to implement the RCID Project. As one of the Board members had put it "After the training I got the feeling that I had become a different person but it was only after the field experience that I started to realize that my thoughts had widened in scope."

Output 2 Increase in Management Capacity of the AAHE to identify new Project resources and mobilize human and financial resources

Achievement AAHE was able to develop six concept papers and three proposals for donors and had received funding for three new projects.

The participation of the AAHE Members in several conferences and a couple of charitable bazaars has increased their ability to coordinate with other NGOs as well as exposed them to local and international donors.

In January 1995 the Animal health Project started and in September of the same year the Maternal Child Health Care Training Project started both projects funded by the Dutch Embassy. The Maternity project is at this moment in its 2nd stage after having run 9 months. A training of 3 weeks was given of which a total number of 200 females have benefitted.

The Maternal Health Care Training has completely been organized and implemented by the AAHE Members and coordinated by a General Assembly Member.

With the start of the Animal Health Care Training Project, two general members became staff members and with the introduction of the Maternal Child Health Care Training Project several AAHE Chapter Members volunteers became staff members.

Quality Proposal writing is an activity that is shared among the board members. For each proposal responsibility is allotted to a certain group however, the draft proposal is shared among the board for comments and further inputs.

The networking ability of the AAHE has increased during the last phase but it seems that their interest or their awareness of potential donors is very much directed towards foreign donors only. Local business people could be of a good potential because they would then in turn be released from a certain percentage of their taxes if they would contribute money to local NGOs (acc. to Law 32 of 1964).

During the evaluation mission it became clear that there had been other initiatives of CDAs of which the AAHE had not been aware. The AAHE however has shown the

intentions to start approaching these institutions for potential cooperation and/or coordination

Discussions that were held during the evaluation visit revealed a great acceptance by the trainees for both training courses. The topics alone as well as the contents offered and the material introduced proved to have been of great use to the beneficiaries. All of the women commented on its useful applicability and mentioned the long existing need for these kinds of material. The need for additional training workshops of those types still remains high.

Output 3 *At least two rural branches of AAHE created to enable women to work together and facilitate members' access to services*

Achievement The need of AAHE for a framework to operate in rural areas coincided very well with the desire of the women in the New Land areas who always have been very interested in having their own village association. Local chapters would support the organizing efforts of the rural women and would serve as the focal point for the delivery of training, technical assistance and credit and other future activities.

As part of other initiatives that the local women took in the past, to set up their own organization, the actual development of the first chapter in Bangar El Sukkar happened during the summer of 1995.

Two AAHE members, one from the Board and another one from the General Assembly, were selected to act as a liaison between the project site and the association. An

"Activities committee" was formed on the regional level of Bangar El Sukkar, composed of 12 women as representatives of the 24 villages of Bangar El Sukkar.

In November 1995, a chapter planning meeting with the members of the Bangar El Sukkar committee in village 15 was arranged. This meeting, which was attended by 30 women, took the form of a Needs Assessment Workshop. In November, the second chapter building activity was arranged. According to the original plan, this second chapter was supposed to be built in the Boustan district. However, they were asked by Hamid Khalil, General Director of Students Affairs, to focus first on Al Hammam. This second chapter. This meeting took the form of a Project Design Workshop. The basic components of a project proposal were discussed in that meeting.

Currently, the AAHE has two "Activities Committees", one for Bangar El Sukkar and one for El Hammam, which has 20 members. For both committees, AAHE offered premises that were granted by the New Lands Authority, supposed to be RCID/AAHE Offices.

Quality At the current stage, both local branches have laid down the basis for operation. There is, however, a difference in the stages of growth of the two chapters.

The one on the right side of the Nasr Canal in the Sugar Beet Area has started to operate last summer and hence is far more advanced than the one on the left hand side of the Canal in the Hammam area. The group of women on the left hand side of the Canal in the Hammam Area have not received any type of Institutional Training so far.

Subsequently they are still lacking behind the first chapter. This does however not mean that they are less motivated or that they are not well aware of the purpose and the need for such an endeavor.

To preserve the entitlement for credit even for the to-be Boardmembers of the chapters, the AAHE Alexandria board had decided to compose this committee of only one Boardmember and the rest General Assembly members. This gives them way to continue receiving credits.

Some of the areas in which the project operates belong to the Matrouh Governorate. In order to run local branches in different governorates, the AAHE needs to get registered on a central level. The board has decided to start right ahead with the arrangements of registering the Association on a central level and expect to have the association of the Bangar El Sukkar Area registered as a local PVO by the end of this year.

The chapter members decided that membership should be open for both males and females. The evaluation team would like to put forward however that the objective of the association should remain to solve the problems of women in the local settlements. The women mentioned that they felt very proud to bring in their husbands and not vice versa as is usually the case. Because of this open membership, female farmers also have joined the group. These participants however appeared to take a slight passive stand and seem to rely completely on the female graduates to get things in order for them.

In general, the evaluation team found the dynamics that are existing among the local members of one chapter very healthy. Members are aware of the strengths of group-forming and hence perceive the registration of the local branch as being in the interest of all participants. This also became evident in the remark of one woman during the discussion: "The word of the group is rather more heard than the word of one individual."

Output 4 *Courses and Manuals developed and in use by AAHE with staff trained and participating in delivery of entrepreneurship and business skills training*

Achievement The content matter coupled with the training methodology used was compiled into a manual form. AAHE ended with two types of training manuals: one that was used during the RCID pilot project and one that was produced by the training expert.

AAHE members received training in business skills to be able to guide the training in the project sites. In August 1995, 20 AAHE members had received a training for trainers.

Quality The solution that was met by the training staff appears to have been a very wise one. The team had decided to include all types of trainees: graduates, farmers as well as bedouins to attend the first and third training module. For the second module they decided to keep the trainees separated in two groups, an illiterate group and a literate group. The philosophy behind this would be to keep up the pace according to the

the local participants. An additional benefit for this interspersing would be for both sides to benefit from the experience of the other one. While farmers and bedouins are known for their customary experience of animals and stock husbandry, graduates could also provide the former with their knowledge about agriculture, commerce etc. This does at the end enrich the discussion and widens the horizon of the participants.

During the evaluation visit a workshop of the first training module was attended, comprising of 32 participants. The issues raised appeared to be very well absorbed by the participants who were listening and at the same time enjoying the content. The methodology used was of a participatory nature, involving working groups and ranking exercises as well as practical examples mentioned by individuals attending.

Having selected the RCID staff among the local graduate population themselves appeared to be very much welcomed by the rest of the local participants. These trainers are perceived as being aware of the living conditions in the New Lands, therefore they stand close to the members of the community and are given credibility.

Output 5: Replicable Revolving Loan Fund managed by the AAHE demonstrating priority to deliver financial assistance through project appraisal and approval and portfolio management and follow up.

Achievement: The Revolving Loan Fund of the AAHE established in September 1994 is to provide a flexible response to the needs for start-up and operating capital. This revolving fund has been managed by a revolving fund committee.

Before the start of the project, the AAHE had limited knowledge of financial management and no financial plan. At the same time, the AAHE did not have any staff nor the experience to take the responsibilities and tasks that accompany the role of an employer. The AAHE had an income that was limited to membership fees and training fees coming from the sewing and cooking classes, and activities limited to training classes.

New approaches, i.e. theoretical and practical training, were taken as a strategy to let the members of AAHE comprehend the nature of "community development programs" with an attached credit program and the required skills and knowledge. The development of AAHE staff ultimately allowed them to construct their own credit methodology, MIS and administrative systems.

The Management Information System (MIS) has been designed (and written in the software database software program Paradox) to monitor all developments regarding the loans and the small businesses of the women. Important information related to these activities, like the type of loans, ranking size of loans, average loan size by type of activity, repeated loan and average loan time, have been marked down to provide the project and its participants with an in-depth analysis of their activities. Their activities are being updated every six months. At the same time, the MIS provides information regarding the finances of the project.

Quality: The RCID Credit activity seems well established. One credit specialist reports to the project director, assisted by two lending Loan Officers. These Loan Extension

Officers visit the borrowers at their homes or at the chapter buildings. Reportedly they visit around 170 to 180 borrowers each month; however, they are very enthusiastic and well informed and function very well.

Loan approval is being done by a committee of 5 members, including two AAHE Boardmembers, which seems to be working in a participatory way. The evaluation team feels confident on their participation in this first phase of their credit activity. The only slight concern to be made relates to the processing of the loans. The review of loans take up to one month only, which is one of the advantages this project has, in comparison with the other projects in the area that require 2 to 3 months. To continue this way of providing easy collateral, the project will need to remain confident on the availability and presence of these two boardmembers.

All the borrowers receive training before they apply for a loan. An exception to this rule are the borrowers that already have an activity. These borrowers may receive the loan prior to the training, under the condition that they receive the training courses at a later stage.

Both the credit methodology and the Management Information System have been capable to cover all the needs for following up and monitoring the fund. The Revolving funds have been kept in a very professional way.

However, the heavy loads on the two loan officers (who have taken up this tremendous job in carrying out 170 to 180 visits to the borrowers monthly) and the involvement of the AAHE Board in the approval might become hindering factors in the expansion of the loan program.

Output 6: Sales point established and managed by the AAHE providing a market outlet for women's products

Achievement At the Faculty of Agriculture a weekly outlet has been organized by the project, as being one of the places where the participants can market their products. A minibus belonging to the project, transports the borrowers to this outlet and bring the products to this outlet. At the same time, bazaars are being visited and attended.

Quality The fact that there is no shop for the members or participants of AAHE, does not yet raise problems for the participants. The team felt that this might be related to the type of activities: calf and sheep fattening, poultry, trade. Their products are either collected by trucks of wholesale factories or they are being sold among the inhabitants of the areas.

B CONTRIBUTION OF OUTPUTS TO PROJECT GOAL AND OBJECTIVES

In order to elaborate on this issue there are two guiding questions that the evaluation team would like to pose

- 1 How effective were the methods and approaches that have been used and what is the level of goal achievement?
- 2 Could this project with its output act as a model to be replicated? In more concrete wordings did this specific project create a critical mass of women who can serve as a role model and advisors to other women in the future wanting to start their own businesses?

The methods used by the project to achieve its outputs have basically been the training workshops i.e. the "Training by doing" or the "Training on the Job" the training of trainers and the guidance for both the association members and the local participants. The participatory approach appears to be the overwhelming and dominating approach within the project in particular when getting at the end of its first phase. This approach has remarkably influenced the level of achievement of the project.

Several remarks however need to be mentioned. Tracing back the history and goals of the project and comparing these goals with that of the association the institutional setting of the AAHE appeared to be very inexperienced in project design or implementation and showed a limited contribution. While the goals of the association lies primarily in the improvement of the living conditions of the family, the goal of the project in particular specifies the enhancement of women. It became clear that the AAHE has perceived the women participants as the tool for the improvement of the living standards of the family which is the initial goal setting of the association. Subsequently, the women have been switched from being an end in themselves into a means to an end. This manifests itself throughout the project in several aspects like for example the assets and control of the credit as well as the benefits deriving out of it power distribution within the enterprises etc.

Based on this the evaluation team made the following conclusions

- the participation of the AAHE during the project planning and implementation has not been sufficient enough. It became clear that the ACDI and the AAHE did not start off on a 50 - 50 % basis, but more on a 80 - 20 % basis. A valid indicator for this has been the expressed desire of the association to include men as well to become recipients of the loans when the project gets extended. Another indicator has been the fact that they want to enlarge the area of the project to have it include other parts than the newly reclaimed areas.
- there has not been enough dissemination of information to the local community about the goals and the advantages of the project.

Analyzing the outputs of the project with a Gender Perspective has revealed that the project has not been sufficiently gender sensitive. Despite the fact that credits are given

to women the evaluation team feels these have only been forwarded according to biological sex without any further concern to the socioeconomic character of this issue. No gender segregated material has been collected hitherto, no gender analysis of the division of labor has been made nor has there been a gender training on the agenda. At the same time the needs assessment has not been analyzed in terms of gender and the issue of decision making within the family and the community before and after the project intervention has not been brought up.

Consequently the approach of the project in gender terminology remains an "anti-povcity" one in the sense that this specific project has only been providing income generating opportunities. By doing so the project has been preserving the existing traditional situation without affecting the status of women in the family and in the community. During the evaluation mission it became clear however that there would have been and there are very strong seeds and existing trends to lead the project towards the efficiency of the equity approach not to mention the empowerment approach.

This discussion leads us further into the second theme questioning the character of the project outputs in terms of being a model for other projects to replicate or not. The prime outcome of the project that leads it on the way of goal achievement could be perceived in terms of the reasonable size of the women entrepreneur groups that the project have enhanced whether they are project staff originating from the community or the women borrowers themselves. Given the inherent multiplier effect of the loans, and the employment opportunities that have been provided to the entrepreneurs receiving funding one can only assume that even the very poor and illiterate groups in the communities indirectly have been receiving benefits if only by way of providing them with a role model of successful women entrepreneurs.

The female staff working for the project are and will continue to do so in the future serve to a very large extent as role models guiding others on the road of business start up and group formation.

C IMPACT OF THE ENTERPRISE DEVELOPMENT COMPONENT

C1 Training

The training had impact on three different levels namely on the social personal and professional level.

SOCIAL LEVEL

- Women from the same communities or from neighbouring communities became acquainted with each other and started socializing.
- The spirit for the creation of the women association was promoted during the training. This has resulted in friendship formation among the women on the professional level i.e. resulting in sharing technical information and project related problems.

PROFESSIONAL LEVEL

- Introduction of training as an opportunity in itself rather than attending training sessions for reimbursement of material compensation.

- Provided the participants with self confidence which enabled them to start taking risks and venture in the market
- Accumulation of new information about push and pull factors in business set up
- Methodology used during training sessions lead to the conviction of the participants to choose a certain type of project especially through the community survey
- The participants realized their desperate need for training, and requested for the continuance of the training

PERSONAL LEVEL

- Training provided an opportunity for the women to leave the house. Some of them mentioned that they felt they were on the verge of suffocation
- The trainings provided the right support for the trainees to structure their thoughts
- The training strengthened the self-confidence of the trainees due to the new skill obtained

C 2 Credit

The RCID project has been working in the New Lands for a period of 2 years now. Before the project started to operate in these areas, other projects had been identified that were already providing its services to graduates including loans and training. What has been the specific impact of the RCID project that the other projects could not have provided for?

The other projects working in the same area have been available in these areas since 2 to 3 years. Before this time, there was not any credit available to start enterprises. The graduates were considerably poor, the lands and the houses were empty etc. The sudden possibility of credit to uprise the living standards of the inhabitants in these areas have left a considerable impact on the financial lives of these people. When looking at the credit and its impact on the participants from a bank perspective, one can see that there has been an increase in the income of the inhabitants in the area.

Each of the other 6 projects (in total there is an amount of LE 7.5 million as revolving capital in the area serving 2077 inhabitants) has its own credit methodology. When considering the target groups i.e. women of the project and the goals of the project, has the credit component of the RCID acted in a more significant way than the other implemented credit programs in the area? It seems that by giving a special approach like "the bank at your home" including regular visits of the loan officer, a short waiting period and business oriented training, the project has helped build the confidence of women in taking loans and asking for larger loans. The extent to which the project provides a real window for credit can be seen as a comparative advantage to reach its goal. A more careful comparative analysis of the project portfolio with other sources of credit in the project area should be carried out.

D IMPACT OF THE ASSOCIATION BUILDING COMPONENT ON THE AAHF/ALEXANDRIA

The association building component has definitely contributed to the organizational development of AAHF, through various training workshops and guidance on the job training throughout the project phase. The AAHF as an institution has reached at a

stage of maturity. From the institutional point of view, there has been an 80% progress in the associations' development.

In the area of Program Development and Design Capabilities, the AAHE have begun to realize the importance of its full participation in the next phase of the RCID. Accordingly, all boardmembers have conducted intense discussions and have devoted their time and energy to come up with their own vision for the coming next phase. As a result, they decided to widen their target group and include both men and women. At the same time, they suggest to enlarge the geographical working scope of the project site, instead of limiting the project only to the New Lands; they also want to include the whole region of Alexandria and Marsa Matruh.

The Association Building Component also had an impact on the managerial capabilities of the staffmembers, who have developed a high team spirit. The dynamics among the members appears to be a very stimulating one, resulting from the role division among the board members. The evaluation team found a fairly good interaction among the general assembly members and the members of the board and at the same time among the staff members and the rest of the AAHE members. As a result, General Assembly members have been well incorporated into the RCID's activities and have found niches for themselves to work on. Also, due to the fixed meeting hours, the links between the board members and the staff members have been made transparent.

The experiences through which AAHE has passed through can now be passed on to the chapter members on a broader base in order to enhance their group formation and release them from reinventing the wheel.

To strengthen its future potential, the AAHE has realized that they will always be in need of continuous training to maintain their own organizational development and to enlarge their networking capacity so that they can learn from and exchange with other local and international NGO's.

FUTURE POTENTIAL OF AAHE LOCAL BRANCHES

Before the initiative was taken to start up local branches, women in the communities had already been daydreaming and conceptualizing the idea to formalize women groups. There had been different small core-groups of women who had known each other, yet did not have the common solid ground to really get things going. Three women from Bangar El Sukkar area recalled that two years ago they had gone on a visit to Alexandria to meet the chairwoman of AAHE. Shortly after this visit took place, they were approached by the AAHE members for this specific project. As soon as the women from El Hammam area heard about this initiative taken place in the Bangar El Sukkar area, they decided to have the same as well for their area. One could say that in both cases, the situations were ready (i.e. having the foundations for group work) for chapter forming.

When analyzing the future potential of these branches, various issues need to be taken into consideration, like legal, institutional, social and financial aspects.

LEGAL ASPECTS

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Before the registration of the branch takes place, the AAHE in Alexandria has to be registered as a central organization in order to function on a national basis. This, however, would apply primarily to the branches that are not located within the boundaries of Alexandria. For registering the branch as "associations" the two branches alike would need the close support of AAHE as the formers still lack the required knowledge of the whereabouts of the Ministry of Social Affairs and the legal and formal requirements. The issue of the Law 32 governing the functions of NGO's has still to be explained and clarified to the members of the Branches.

INSTITUTIONAL ASPECTS

Members of the branches explained that they would like to open their membership to the widest number of local women and to allow farmers and bedouins alike. At the same time it has been suggested to allow males as members. This mainstreaming of males and females is a very good base to form an institution on, however, it becomes a critical issue when one wants to preserve the original philosophy, namely supporting women. Special care needs to be addressed to this issue, in order for the association not to turn into a regular Community Development Association. For the division of the roles and the ascribing of tasks, it is very important that the women participants will hold the decision-making posts, or that at least the gender balance remains equal. Some of the female members in the Hammam district mentioned that they are also board members in local Community Development Associations, which might be an entry point for the Al Hammam Branch to promote the networking among the local association initiatives.

FINANCIAL ASPECTS


The contributational spirits among the female members is very high, which will certainly lead to more success of the branches. During the interviews, they defined these contributions into issues like efforts, premises, running costs and training in certain skills they possess. Nevertheless, they will be in desperate need for financial support, especially for the initial credit scheme and any other type of services.

DISPOSITION OF THE LOAN FUND

The credit component of the RCID project has been the appropriate means for AAHE to achieve its goals as an association. Experience gained has led to the suggestion that there seems to be a tangible impact of lending programs as managed by an association to serve the target group.

The RLF fund situation report shows that up to Feb. 29, 1996, LE 300,000 has been revolving. The balance up to this date, in fact, has been LE 262,000. An excess amount has been identified, at the same date, of LE 60,000, in accrual basis and LE 41,000 in cash bases, meaning that the RLF is in a healthy position after 17 months of operations since lending standard in Oct. 17, 1994.

The discussion regarding the sustainability of the revolving loan fund evolves around two issues:

- Can the operation of the credit and management of the revolving fund be replicated as it is?
 - Can the revolving fund reach self recovery?
- 

The involvement of AAHE in credit delivery has been very clear. The only point that needs emphasis is the size of the revolving fund. Are funds sustainable when they are measured at its economic capacity? The credit consultant to this evaluation mission feels that in projects like RCID that consists of clear community development issues, need to be considered from a specific economic point of view. A Credit Consultancy, prepared by ACDI consultant Ronald Bielen had indicated that it is not feasible to continue with the present lending activities under AAHE, taking from a financial and a managerial point of view. This report, accordingly, recommended the involvement of a bank for furthering the progress of providing the women with credit funds.

In looking for the right solution for the disposition of the loan fund, the evaluation team can only raise questions about the available options,

1. the credit evaluator of the team suggested for the fund to stay under the disposal of the AAHE who has been very well capable in handling the credit fund and the RCID credit program considering the strong impact this component has on the project. Choosing this option would give the association more experience and time to reach the objectives and goals as they have been mentioned in the project proposal. At the same time, the evaluation team feels that when opting this approach, it would be advisable to limit the loans from RCID credit programs to the general members of AAHE and recommend this issue to become a condition for obtaining credit for a further increase in AAHE membership.
2. another option is to maintain AAHE as an intermediate institution to identify the follow-up mechanism of the credit component while the bank would be in charge of the management of the credit. This would give the project more chance to enhance the institutional strength of the association and the enterprises of the participants and work towards the goal of improving the access to credit for women and mainstreaming them in the overall credit facilities.

G SIGNIFICANCE OF THE RCID PROJECT

As mentioned before, in the project area of the New Lands, a total of six different donors have been identified that are operating with six different credit schemes. Nevertheless, the RCID project has succeeded in leaving its fingerprints on several levels as outlined.

Economic level

- The project has highlighted the importance of training accompanying business activities and making it into a theoretical and practical combination. More important, however, it has demonstrated the importance of the training prior to the business set-ups and credit supply.
- The scope of activities this project has offered to women is very diverse and easily accessible for women. One could say that the activities covers greater interests for a larger group of women. The other projects in the area have been concentrating on agricultural inputs only or on animal husbandry etc.

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- The project has introduced the concept of 'saving' to the community. When receiving a second loan, borrowers are demanded by the project to start a saving component for themselves.
- The Project linked the women borrowers to the credit facilities, even if they were not borrowing entirely from the bank. Nevertheless the first steps, i.e. overcoming the fear of taking a loan, especially in the case of semi-or uneducated women has already been achieved.

Social level

- The RCID Project started the idea of employing women from within the community (i.e. tying the project to the community) which has increased the attachment of the community for the project.
- The necessity of having an ID Card as a requirement for a loan forced many women to issue their own ID. As a result their position and self-image has been enhanced as they have received the feeling of being accountable; therefore they are accepted as ordinary citizens.

Cultural level

- The original project idea of giving the women the credits in their names and having a male be responsible as collateral has fostered the notion that both males and females should cooperate together in all types of interventions.
- The emphasis on providing credits to the female population demonstrated the importance of women. This is a fact not to be ignored slightly as women are half the population and constitute half of the labor force.

V RECOMMENDATIONS

The following future interventions needed for key project participants have been expressed by the participants themselves during fieldvisit for the evaluation mission. However, some notes, like the training in Gender Sensitization and Gender Conceptual Rationale in specific, have been added by the evaluator, as a pressing need for both the Alexandria Association for Home Economics as the chapter members.

I Association Building

- Compare the option of being a lending institution versus an intermediate institution to reach the goal of increasing the participation of women and local associations in rural economic development
- Training in Gender Conceptual Rationale to the members of the association, staff and community members
- Continuation of specialized advisors and maybe a Marketing Specialist Training in Institution Building and the Formation of NGOs's (see Support Center Films etc)
- Conducting a Gender Analysis of the Project
- Updating of the Community Needs
- Introduce Literacy Program for adults
- Networking and visits to other NGO's
- Provision of a library and/or cultural activities
- Arrange for training abroad
- Arrangement of regular meetings among the two branches for information and experience sharing
- Provide Training Center
- More strategical planning using the log framework and participatory audio-visual techniques

II Enterprise Development

- Repayment of the loan should be more closely tailored to the cash flow of the enterprise to be financed
- Credit window has to be located in the field to all the staff
- Repayment system has to be changed. A bank in the field has to be used
- MIS system has to use a manual format covering all the aspect of lending and financial activities and ready for use not to be by request
- Second phase need bigger chart organization for credit in staff and task
- Increase time of repayment of loans especially for big animal husbandry
- Adoption of participatory Research Techniques
- Introduce other types of business and related training programs like printing
- More Training courses in leadership, financial management, Communications, skills of fundraising and proposal writing
- Provision of permanent marketing outlet
- Accept land as a collateral rather than miles guarantee
- Introduce more flexibility in repayments (eg

- Conduct continuous training program rather than intensive ones Continuous and close monitoring of their activities
- Introducing the borrowers to the current policies affecting the Egyptian market economy like privatization structural adjustment will be of great help to understand the value of the interest rate
- Upgrading of their Business Skills by Refresher Courses and Advanced Level Courses like in developing Marketing Strategy
- Training in Gender Conceptual Rationale to the borrowers
- An in-depth study in the role of the association and the role of the borrowers in the choice for a certain loan size as outlined in output 4 of the enterprise development component

VI CONCLUSIONS

The evaluation team found that a significant progress of the project has been achieved since its beginning regarding the professional practices that have been raised among boardmembers, staff and the participants.

The AAHE/RCID has clearly defined its relation with the project by developing AAHE and RCID activities, and an organizational layout, describing its respective function and their interrelation. The AAHE boardmembers participate in the management meetings of RCID very well and are responsible for the monitoring of its activities. At the same time, the AAHE has developed, in cooperation with ACDI, new project concept papers. The most important one has been for the expansion of the RCID project: the Enterprise and Association Development (EAD) project, underlining the plans of AAHE to capitalize the successes and the lessons that are learnt during the RCID project.

In the overall view of the project, however, the evaluation team finds that the improvement of the status of women as decisionmakers in the family and the community has been limited, the focus being on "women", regardless of their level of skills, assets and needs. The focus on the development of "women entrepreneurship" has been hampered by the domestic and agricultural activities that women must undertake in the communities, as well as the sheer number of obstacles they face, mainly related to the basic infrastructural constraints found in the New Lands.

However, the project has many potential outcomes and by-products, of which the project is not much attuned to, since it is not specific gender sensitive, with a clear goal of improving the share of the women in the decision making in the family and the community. A gender sensitization of the RCID members and the chapter members will most likely help the project approach and create a better women empowerment project out of RCID.

The program has already the seeds to eliminate many of the traditional obstacles to women's access to credits, and should strive to develop, in a more innovative way, flexible collateral requirements, exposure to market outlets and access to financial resources. Practical evidences from other developmental projects have proved that such an approach to eliminate traditional barriers, combined with the treatment of women entrepreneurs as "entrepreneurs" have been promising to be extremely effective. Furthermore, by treating women entrepreneurs primarily as "entrepreneurs" instead of labelling them as women who need special care, or treating them as tools for the welfare of the family, this project could go a long way towards fostering the kind of independence and responsibility which is ultimately required by an entrepreneur.

Regarding the credit component, the AAHE has been able to establish an effective credit operation and has created an institutional capacity to manage and monitor this component. This component has made an applicable credit system available in the area to reach the participants in an easy way, when competing with other working projects in the area. However, the labour intensive loan monitoring system, the direct involvement of the members of the board in the loan approval and the undersized revolving fund present serious constraints at the moment for a large geographical and numerical

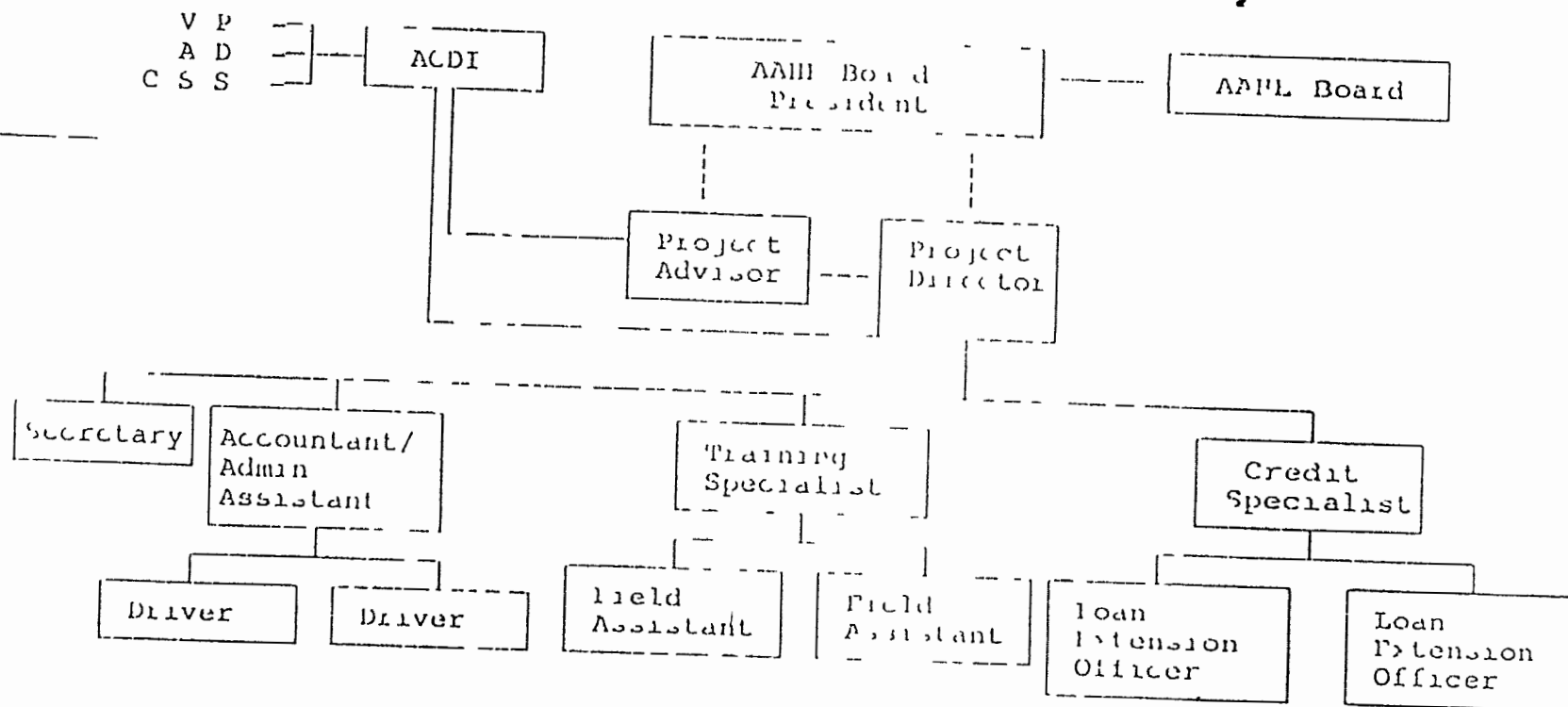
five expansion of the credit component. A careful analysis of the comparative advantage of AAHE in improving the access to credit for women should be carried out to retain the most significant design factor of the credit component of Phase II and secure the enlarged and effective participation of women in the rural economy.

VII LIST OF APPENDIXES

- 1 RCID Project Organizational Chart
- 2 AHE Organizational Chart
- 3 RCID Credit Methodology
- 4 RCID Credit Report, for the period between October 1, 1994 through February 29, 1996
- 5 Statement of Health of Revolving Loan Fund
- 6 Ranking size of loans
- 7 Final Scope of Work

ANNEX I

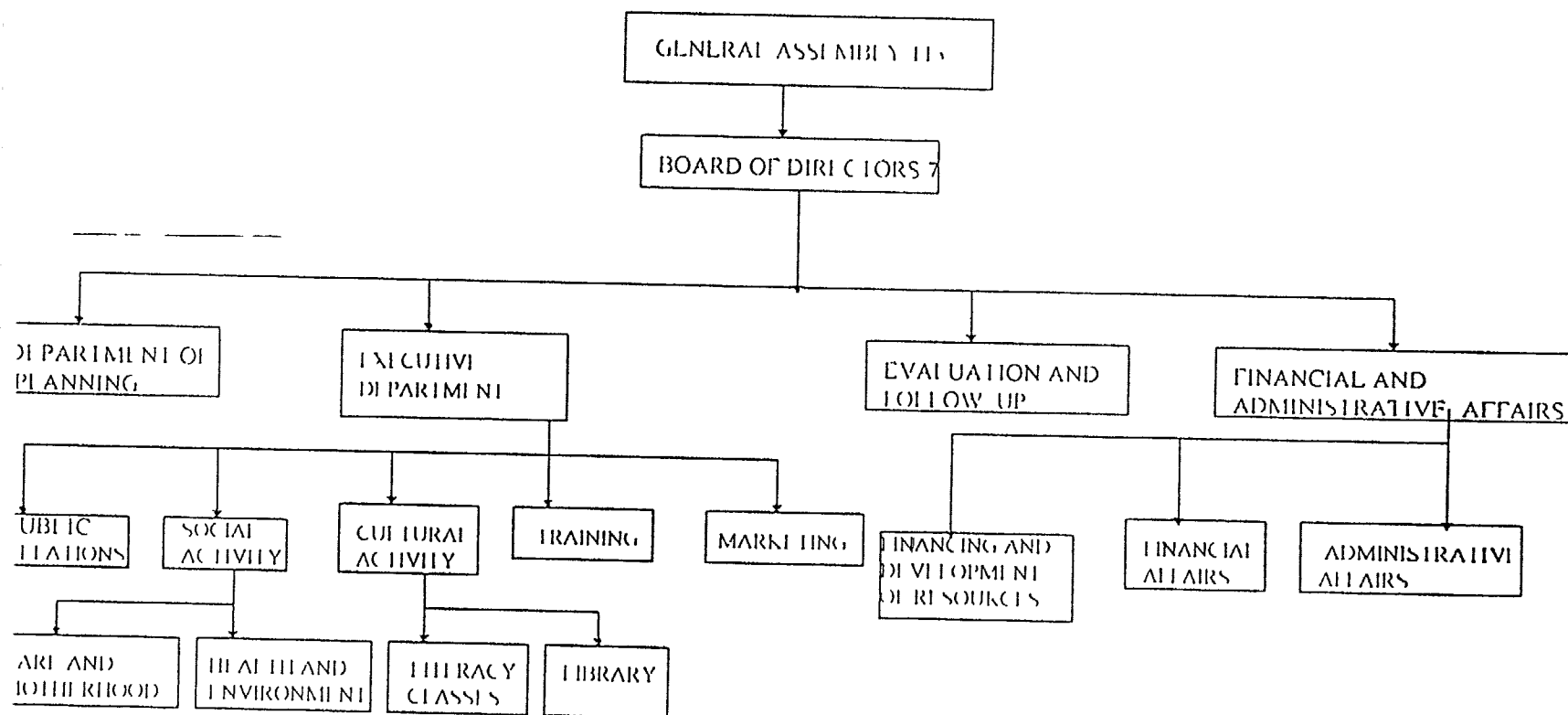
PCID PROJLCI
PHASE I



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ANNEX 2

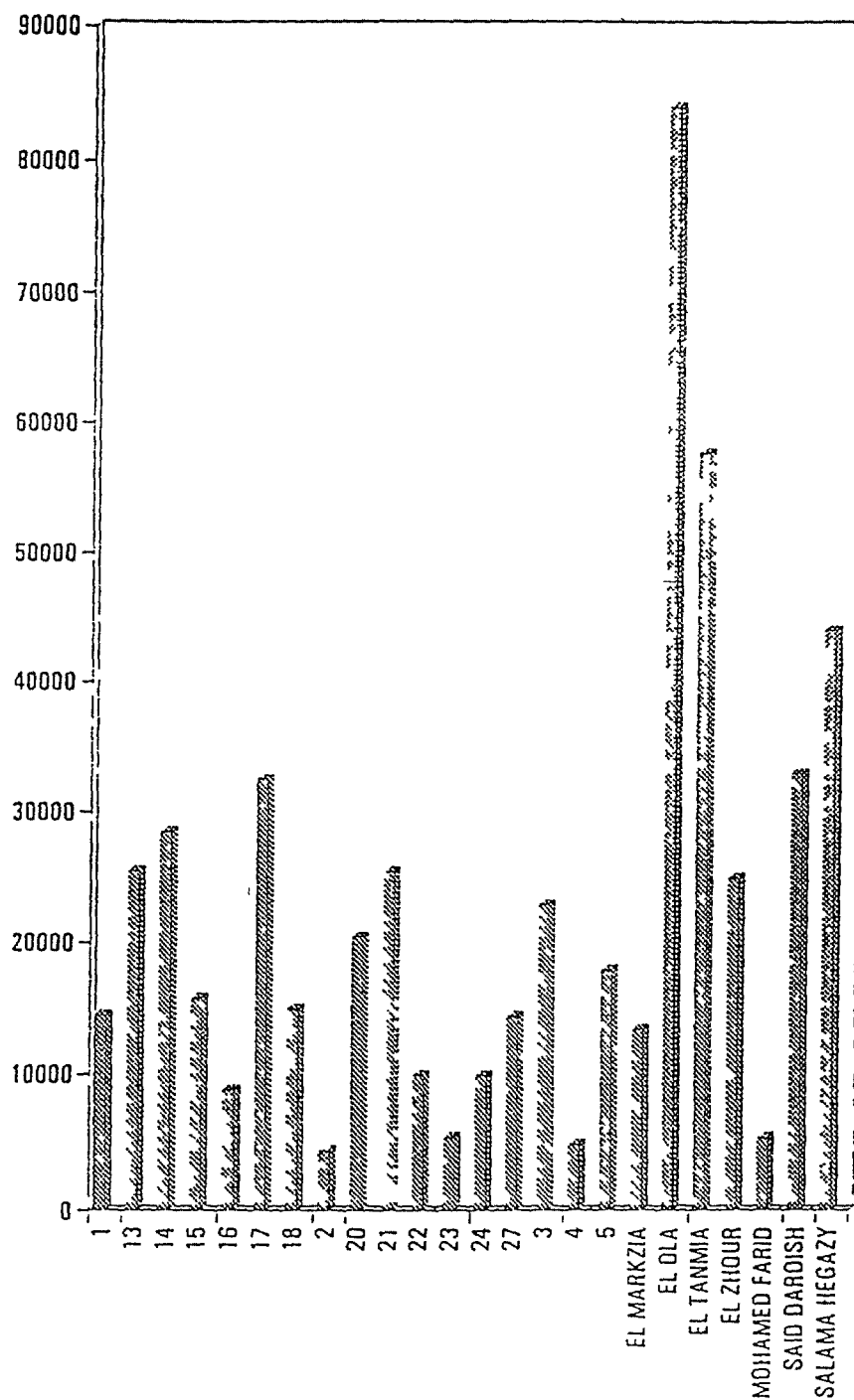
THE ORGANIZATIONAL STRUCTURE OF THE ASSOCIATION OF HOME ECONOMICS



Printing According To Borrower Village

Village Name	Loans Amount	Loans Count
	0	0
1	14500 00	6
13	25500 00	8
14	28500 00	10
15	15800 00	7
16	8900 00	4
17	32500 00	12
18	15000 00	6
2	4500 00	2
20	20500 00	7
21	25500 00	10
22	10000 00	3
23	5500 00	2
24	10000 00	4
27	14500 00	5
3	23000 00	9
4	5000 00	2
5	18000 00	8
EL MAPKZIA	13500 00	6
EL OLA	84000 00	31
EL TANMA	57600 00	19
EL ZOUR	25000 00	8
MC-AMED FARID	5500 00	2
SAID DAROISH	33000 00	11
SAHAR -ECAZY	44000 00	18

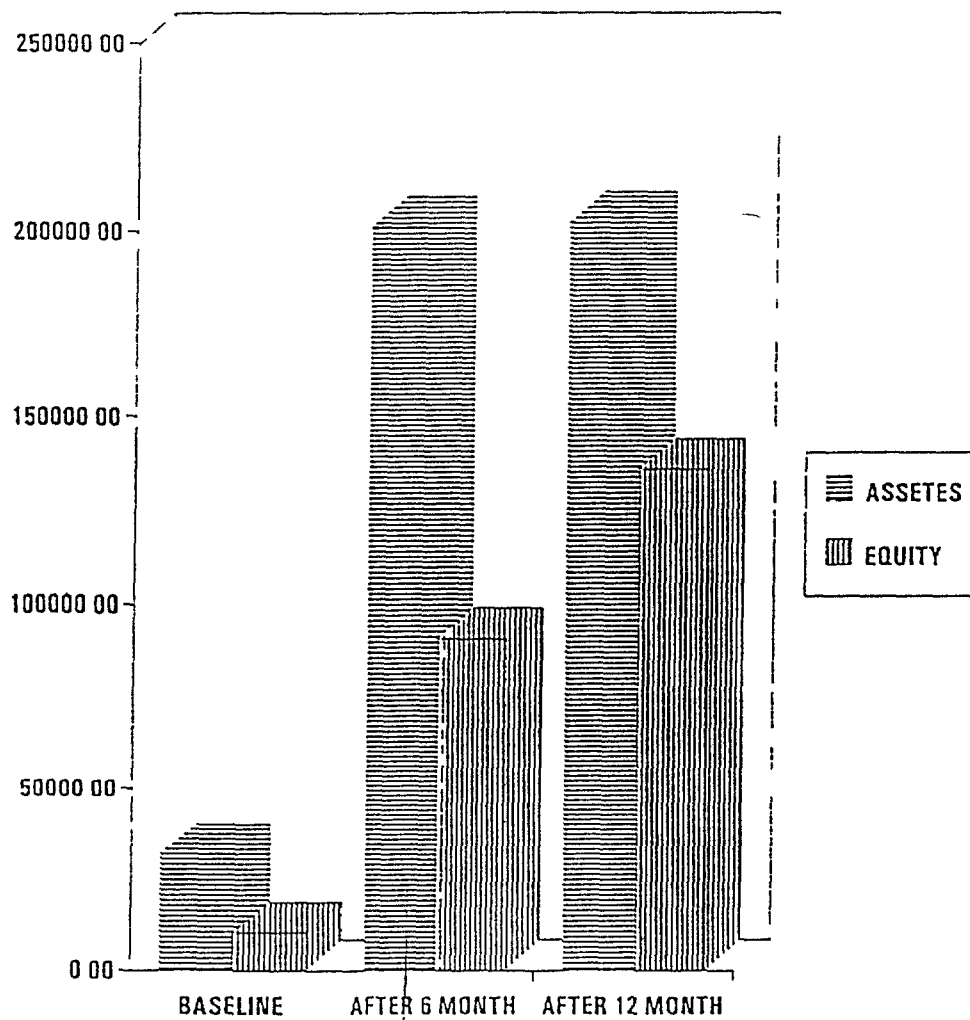
LOANS DISTREBUTION ACCORDING TO VILLAGES



INCREASES IN ASSETS & EQUITY CYCLE 1

	BASELINE	AFTER 6 MONTH	AFTER 12 MONTH
ASSETES	31500 00	201567 00	202589 00
EQUITY	10100 00	91121 00	135896 00

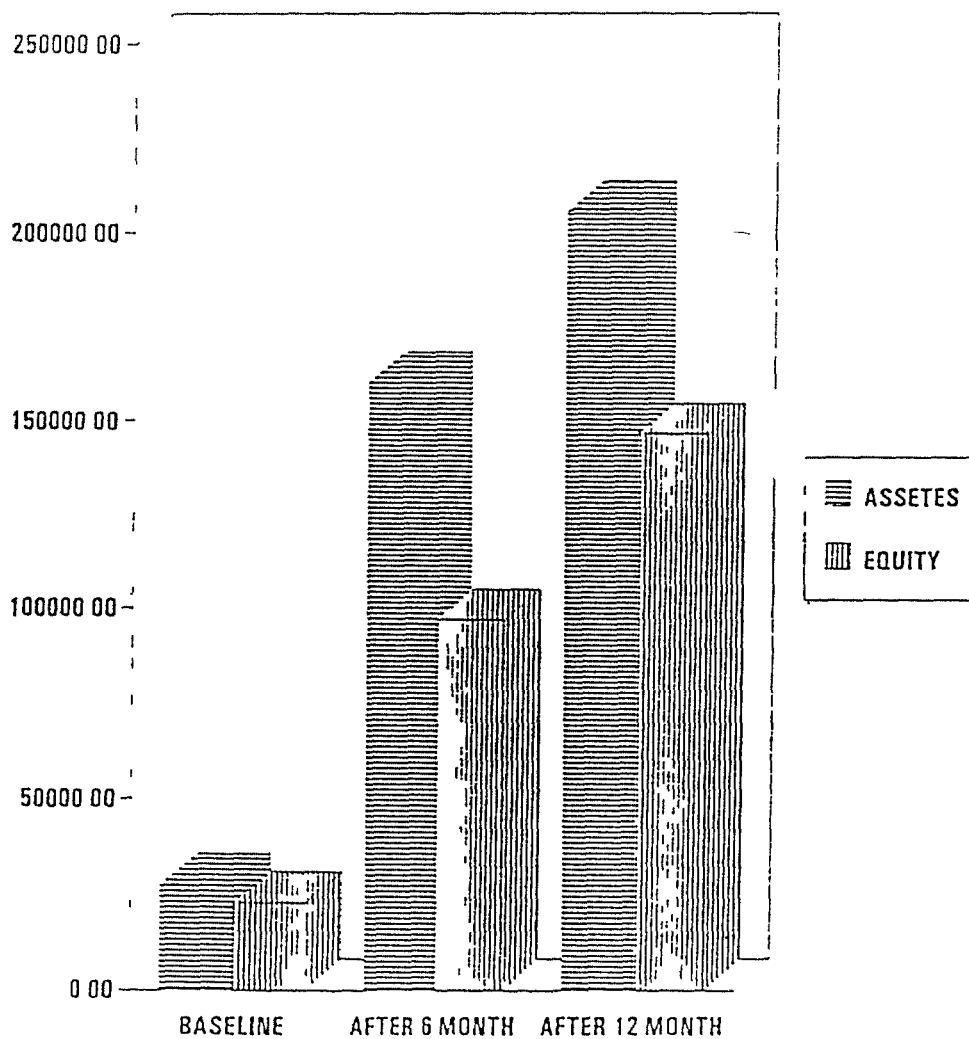
INCREASES IN ASSETES & EQUITY



INCREASES IN ASSETS & EQUITY CYCLE 2

	BASELINE	AFTER 6 MONTH	AFTER 12 MONTH
ASSETES	27270 00	160381 00	206038 00
EQUITY	22620 00	96981 00	146746 00

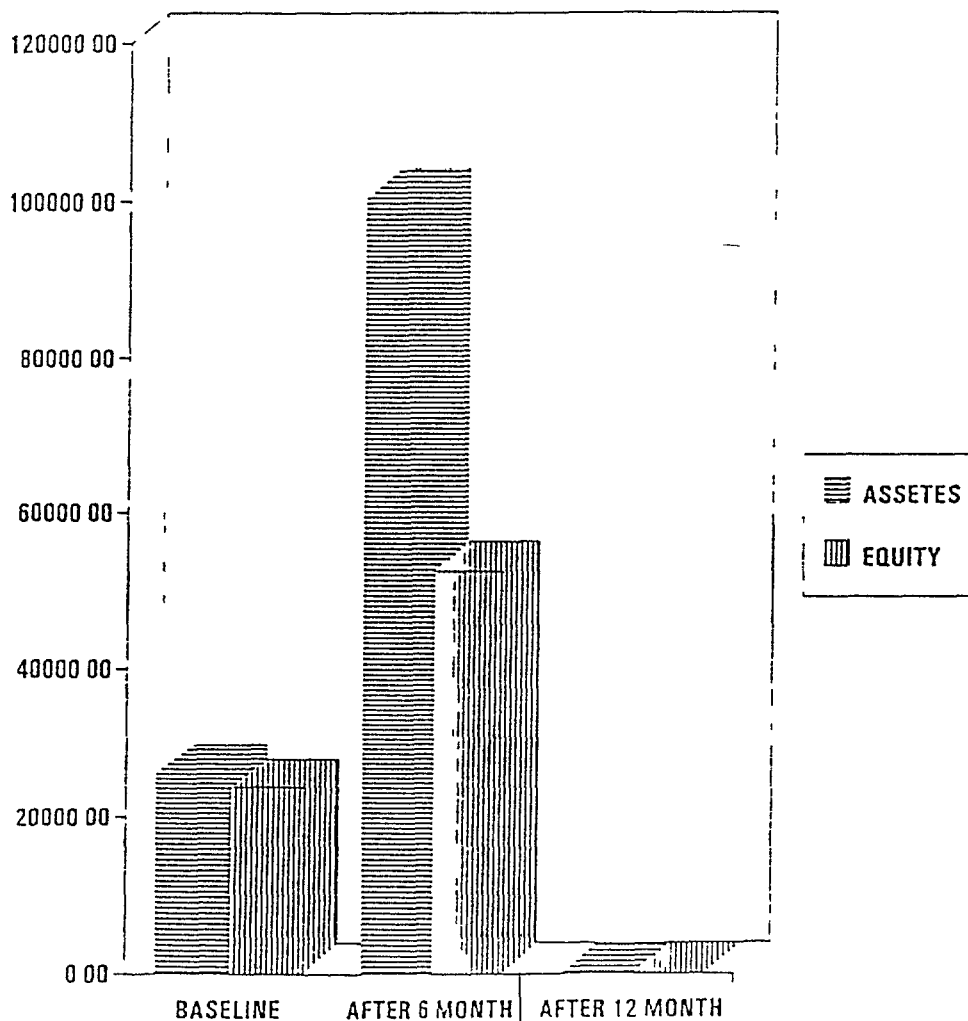
INCREASES IN ASSETES & EQUITY



INCREASES IN ASSETS & EQUITY CYCLE 3

	BASELINE	AFTER 6 MONTH	AFTER 12 MONTH
ASSETES	25949 00	100344 00	0 00
EQUITY	23949 00	52494 00	0 00

INCREASES IN ASSETES & EQUITY



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RLF FUND SITUATION REPORT UP TO Feb 29,1996

	Debit
RLF Bank Deposit account balance	39 235 52
RLF Bank Current account balance	39,436 92
Borrower's Principal Balance	261,936 00
Borrower's Interest Balance	19,345 00
Borrower's Delayed Interest	177 00

Total	360,130 44

The RLF amount which was received from ACDI/Cairo in
October 1994 is (300,000 00)

The Excess amount 60,130 44
=====

The Sources of this excess amount are as follows

	Credit
RLF Deposit Interest	18,237 94
The Loan Interest collected	15,452 00
The 3% Admin Cost Retained from Borrowers	7,343 00
The 10% Deferred Loan interest	19,315 00
The RLF Bank Services Charges up to Jan 31,1996	(394 50)
Delayed interest	177 00

Total 60,130 44
=====

Prepared & Audited by

Rick
March 10, 96

AAHE Treasurer

Samuel

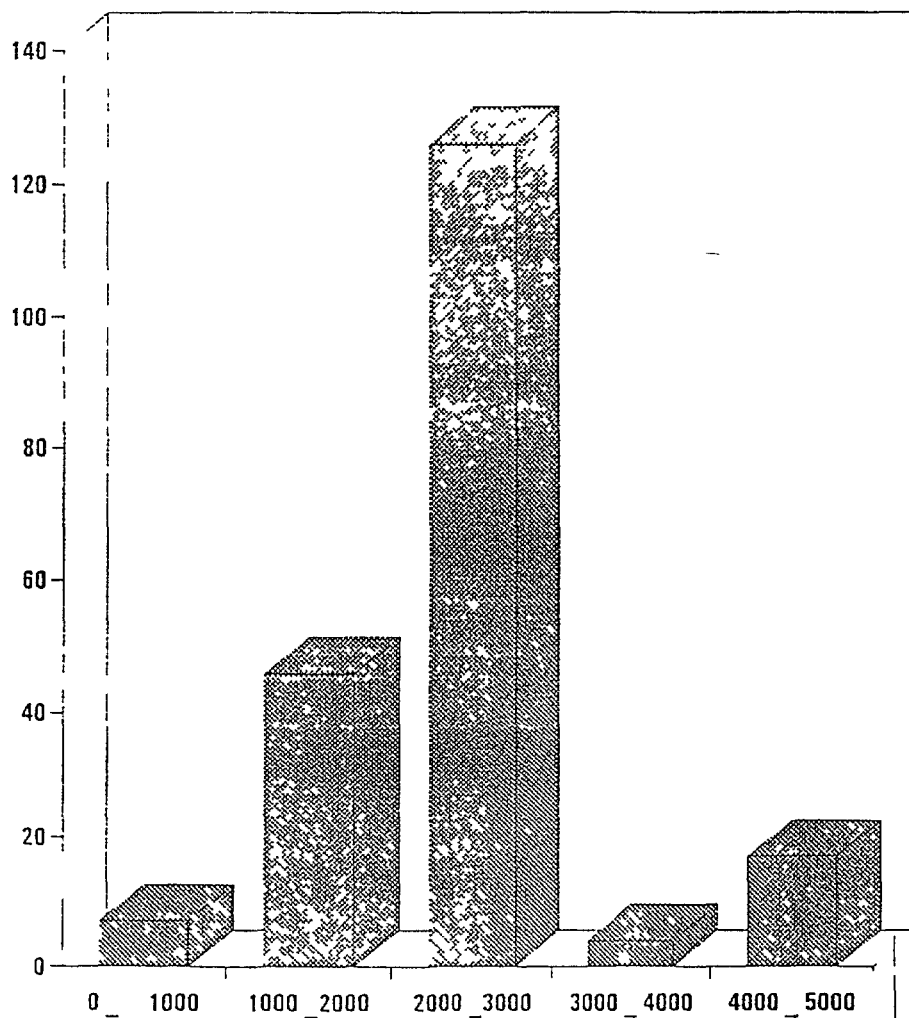
Approved by

Amme

ANNEX 6

CATEGORY	# OF BENEFICIARIES
0 _ 1000	7
1000 _ 2000	46
2000 _ 3000	126
3000 _ 4000	4
4000 _ 5000	17
	200

OF BENEFICIARIES ACCORDING TO CATEGORIES



ANNEX 7

45

RURAL COTTAGE INDUSTRIES DEVELOPMENT (RCID) PROJECT
FINAL EVALUATION
Scope of Work

Activity to be Evaluated

Organization	Agricultural Cooperative Development International
Project No	Specific Support Grant Number 2017-SG-010
Project Title	Rural Cottage Industries Development (RCID) Project
Funded by	NCNW/UMI
Project Period	January 5, 1994 - June 30, 1996

Purpose of the Final Evaluation

The purpose of the final evaluation is to assess the extent to which planned project outputs were achieved, to analyze their impact, and to identify areas, if any, where assistance is still needed

Background

The overall goal of the RCID Project is to increase the participation of women and local associations in rural economic development in Egypt. Within this framework, the project has two purposes: 1) to strengthen women's ability to establish and operate viable rural enterprises, and 2) to enhance the capacity of local organizations to plan and manage training, technical assistance and financial schemes to promote rural women's enterprise development.

Launched in early 1994, the RCID project is working toward the strengthening of a local professional association, the Alexandria Association of Home Economics (AAHE), as it undertakes the management of project activities that strengthen women's abilities to establish and operate rural cottage industries, ranging from dress-making to animal husbandry. ACDI is providing technical assistance to the AAHE, focusing on institution-building, to enable the organization to manage an action-oriented portfolio of development projects, and to establish linkages with rural areas through the creation of local AAHE branches.

At the same time, ACDI works with project staff and outside consultants to provide a unique package of training and technical assistance, focusing on business skills, that enables rural women to manage their own enterprises. Small loans from a loan fund managed by the AAHE, as well as training in production skills, are also provided as needed. This business development program is targeted to women in the New Lands southwest of Alexandria.

Key Questions

1 Assess the extent to which ACDI has achieved the outputs listed in the grant agreement and discuss the quality of those achievements

Enterprise Development Outputs

- 500 women in targeted project areas trained to identify business possibilities, conduct feasibility studies, and develop business plans
- 300 entrepreneurs assisted in the creation or expansion of enterprises, operated by women owners trained to plan production to meet orders, produce to quality standards, keep financial and non-financial records, accurately cost and price goods and services
- Viability of enterprises assisted by the project demonstrated by increases in sales and income
- 200 initial or repeat loans provided to enterprises participating in the project, increasing access to start-up and operating capital
- Improved access to markets through market database, marketing strategies, marketing groups, or retail outlets

Association Building Outputs

- Capacity to implement the RCID project created within the AAHE, enabling them to reach rural women
- Increase the management capacity of the AAHE to identify new project possibilities and mobilize human and financial resources
- At least two rural branches of AAHE created to enable women to work together and facilitate members' access to services
- Courses and manuals developed and in use by the AAHE, with staff trained and participating in delivery of entrepreneurship and business skills training
- Replicable Revolving Loan Fund managed by the AAHE, demonstrating capacity to deliver financial assistance through project appraisal and approval, and portfolio management and follow-up
- Sales point established and managed by the AAHE, providing a market outlet for women's products

2 Assess the extent that project outputs contributed to the goal and objectives of the project?

Goal: To increase the participation of women and local associations in rural economic development in Egypt

Objectives 1) To strengthen women's ability to establish and operate viable rural enterprises, and 2) to enhance the capacity of local organizations to plan and manage training, technical assistance and financial schemes to promote rural women's enterprise development

3 Assess the impact of the enterprise development component on the project participants in the New Lands? Interviewing women who participated in the business skills training as well as those who received RCID loans, and analyze social as well as financial impact of these loans Discuss any steps that might be needed to further strengthen these women's businesses

4 Assess the impact of the association building component on the AAHE/Alexandria sustainability? Covering the following issues

- a AAHE program development and design capability
- b AAHE managerial capability in RCID project, local chapters, staffing as well as general association management
- c AAHE fund raising capability
- d Discuss AAHE's future potential, including steps that might be needed to further strengthen the organization

5 Discuss the association building activities that have been carried out to date to encourage the creation of local AAHE branches, and analyze the future potential of these branches

6 Review all reports of the loan fund (including the one prepared by ACDI consultant Ronald Bielen in late 1995) and make recommendations regarding the future of the fund and alternative utilization options

7 Has the RCID project been an appropriate and beneficial intervention for the AAHE and for women in the New Lands?

Methods And Procedures

The Final Evaluation team shall familiarize themselves with the grant terms and conditions and review the progress reports submitted by the implementing agency. The team will interview the management and technical staff of Agriculture Cooperative Development International to determine problems and constraints encountered during implementation. They will review the design assumptions and elements to ensure that they correspond to the social and cultural environment in which the AAHE operates. The team shall interview representatives of the Government of Egypt (GOE) involved in the project, the AAHE and the beneficiaries as appropriate.

The team may also recommend additional data collection and analysis for the future to assess relevance, effectiveness, efficiency, impact and sustainability of the project activities.

Specific Tasks to be taken into consideration by the Evaluation Team throughout the process

1. Become familiar with the project
 - a. Review project literature proposal, grant agreement, all quarterly reports, the mid-term evaluation, major correspondence and the MIS
 - b. Interview key staff members, AAHE Board members, and local government officials
2. Interview selected trainees and borrowers
3. Meet with chapter members
4. Write report, including submission of a draft to NCNW for comment
5. Production of Final Report

Final Evaluation Team Composition

The Final Evaluation team shall consist of two consultants hired for this Final Evaluation who have experience in the area of training, enterprise development, credit organizational development, gender issues, community development, adult education and have experience working in the NGO sector in Egypt.

Reporting Requirements

The Final Evaluation report is to provide empirical findings to answer the question listed under the statement of work, conclusions (interpretations and judgements) that are based on the findings, and recommendations based on an assessment of the results of the Final Evaluation exercise. Also the Final Evaluation report should detail lessons learned from the analysis of the findings.

The Final Evaluation report should be in English organized as follows, relating to the key questions listed above:

- I Executive Summary
- II Project identification data sheet
- III Table of contents
- IV Findings
 - A Achievement of Project Outputs
 - B Contribution of Outputs to Project Goal and Objectives
 - C Impact of the Enterprise Development Component
 - 1 Training
 - 2 Credit
 - D Impact of the Association Building Component on the AAHE/Alexandria
 - E Future Potential of AAHE Local Branches
 - F Disposition of the Loan Fund
 - G Significance of the RCID project
- V Recommendations
 - Future interventions needed, if any, for key project participants (AAHE/Alexandria, AAHE local branches, and existing or prospective women entrepreneurs)
- VI Conclusions
- VII Appendixes

Supervisor

Consultants will work under the direct supervision of M Jean Thomas, NCNW/UMI Director. Specific assistance will be provided by Mr Ali Mokhtar, Program Officer, and Ms Ann Johnson RCID Acting Project Manager who will be responsible for organizing meetings with appropriate people and provide access to relevant documents, etc

Prerequisites

Consultants should have at least an MA in Enterprise Development, Adult Education, Training, Business or any other relevant field with experience in organization and community development, or relevant fields, and at least five years practical experience in Evaluations of PVOs/NGOs, preferably with USAID related projects. Familiarity with USAID grants regulations will be an asset. Consultants will spend approximately 50% of their time in the field. Consultants must be fully functional in English and Arabic.